



A Case Study from

# P&H Mining Equipment A Joy Global Inc. Company

## *Wellness in Action:* Building a Healthy, Productive and Engaged Workforce

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Well City Milwaukee in collaboration with:



March 2010

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## ***Wellness in Action:*** **Building a Healthy, Productive and Engaged Workforce**

At P&H Mining Equipment Inc., building a healthy, productive and engaged workforce is as important as producing high-quality, first-class mining equipment.

For more than ten years, the company has been building an integrated wellness program, known as *Wellness in Action*. Supported by local champions as well as a corporate-level wellness team, *Wellness in Action* successfully combines safety, health and benefit initiatives. The results are impressive:

- More than 60% of manufacturing employees attend daily stretching programs at the start of their shift, reducing strains and sprains by 35% from 2008 to 2009 and down 36% in the first quarter of fiscal year 2010 compared to 2009.
- Participation in the walking program jumped more than 70% in one year with 74% of participants achieving their personal goals.
- More than 55% of employees and spouses earned a 3% discount on medical contributions or a gift card for taking a free health assessment.
- Health care premium increases have been below national trend.
- Company-paid smoking cessation programs, weight management programs, yoga classes and other programs are also offered to all employees at the site.

The voluntary approach has united employees in the spirit of teamwork, inspiring them to motivate each other to live healthier lifestyles. As employees learn

more about wellness, they are encouraging family members to take charge of their health for a better overall quality of life.

### **An Integrated, Tailored Approach**

In Milwaukee nearly 1,200 employees at P&H Mining Equipment build the most rugged, reliable and productive mining equipment in the world. A predominantly male workforce with an average age of 51, most employees have worked at the company for more than 20 years. “Understanding your employees’ health situation and needs is critical to engaging them in a successful wellness program,” says André Williams, Vice President of Human Resources. “What works in one organization may not work in another.”

P&H Mining Equipment and its parent company, Joy Global Inc., established a wellness program in the 1990s. In 2004, safety initiatives, wellness programs and benefit strategies were integrated into a formalized program in conjunction with membership in Wellness Councils of America (WELCOA). Since then, *Wellness in Action* has grown to include a Wellness Champion at each of the company’s 24 locations across the United States.

Looking toward the future, P&H Mining Equipment is committed to continuously improving their existing wellness programs and implementing new ones. Maureen Kennedy-Harlan, Global Benefits Director, shares Joy Global’s Well Workplace vision. She said, “Like our equipment, our employees should be a symbol of reliability and productivity, which can only be

*Building a healthy, productive and engaged workforce is as important as building high quality, first-class mining equipment. Without one, you cannot accomplish the other.*

*André Williams, Vice President, Human Resources*



achieved through continuous improvement in environmental, health, and safety practices.”

### Stretching Program Reduces Injuries

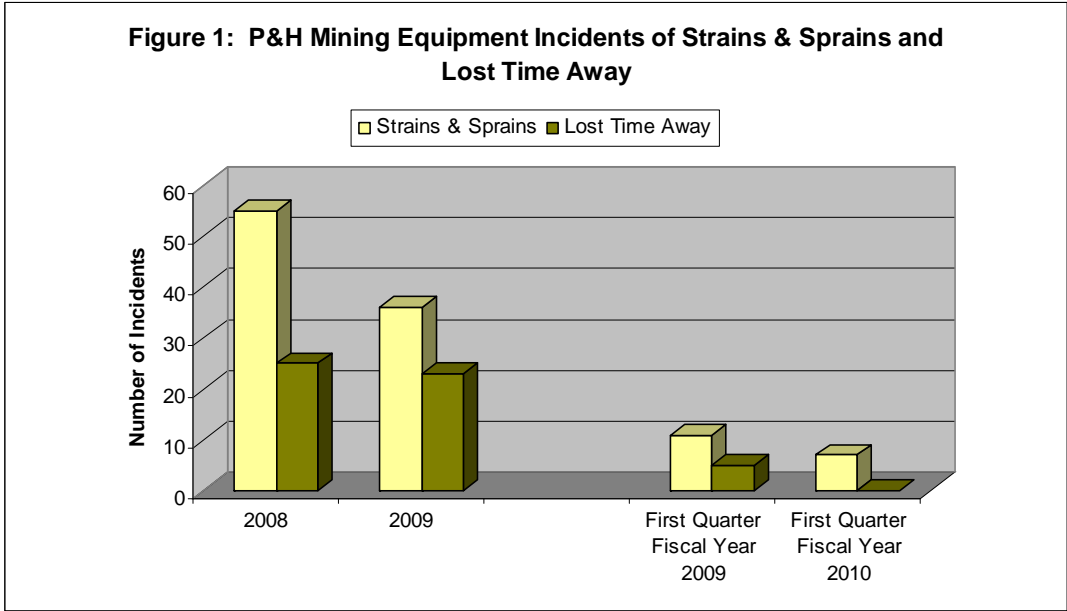
Just before dawn, employees at the P&H Mining Equipment facility in Milwaukee gather for the 7 a.m. stretch. John McGowan, a welder for 30-years, leads the group in a 15-minute series of light stretching and range-of-motion exercises. He is one of 55 employee volunteers who conduct similar sessions at the start of three shifts at multiple locations. More than 60% of employees voluntarily follow John’s lead in shoulder stretches to facilitate reaching, calf and hamstring stretches that strengthen the back for lifting, flexibility stretches that facilitate prolonged positions during jobs, and forearm stretches to reduce the strain on hands and forearms.

Joining the group is Andre Daniel, Certified Athletic Trainer. As “Head Athletic Trainer” for the company, he works one-on-one with employees to analyze the physical requirements related to their jobs and develop individualized exercise plans to prepare workers for the specific functions and demands of their jobs including using welding tools, maintaining prolonged positions in confined spaces and heavy lifting. “We’re all athletes,” says Daniel. “Whether we are on a basketball court or in the factory, we have to be physically ready for the job we do.” His advice goes beyond employee performance on the job. “I want to help employees develop a game plan of healthy behaviors so they are fit and enjoy each day well into the fourth quarter of life—retirement.”

*The P&H stretching program has contributed to a 36% reduction in strains and sprains between the first quarter for fiscal year 2009 and fiscal year 2010.*

Chris Prosen, the company’s Nurse Manager, takes advantage of the captive audience during these sessions to reinforce the importance of maintaining healthy lifestyles. Microphone in hand, she presents wellness topics designed for employees as well as their families. “To engage employees, you have to make the message personal and relate it to family and home life,” says Prosen.

Since 2005, the stretching program along with ergonomic improvements, personalized exercise plans, and “on-demand” coaching and treatment have helped employees manage their existing conditions while preventing future injuries. “In an environment of rising health care costs, our workers’ compensation costs have not increased, and the number of strains and sprains is decreasing,” reports Rick Furmack, Safety and Environmental Manager. “In fact strains and sprains were reduced 36% and lost time reduced by 100% between the first quarter for fiscal year 2009 and fiscal year 2010,” said Furmack (See Figure 1).



For further information, visit Well City Milwaukee at [www.wellcitymilwaukee.org](http://www.wellcitymilwaukee.org)



### Employees Walk to Wellness

The walking program, a corporate initiative involving all locations across the U.S. and Canada, encourages employees to set a four-week walking goal measured in number of minutes or steps walked per week. Participation for the P&H Mining Equipment Milwaukee-based employees has outpaced overall results at Joy Global, up more than 70% in one year.

Employees have embraced the walking program with 74% achieving their goals of increasing physical activity. About 40% of employees who achieved their goals reported greater confidence in maintaining their physical activity levels. The walking program has consistently received high marks in participant satisfaction. Nearly 95% of those who completed the program rated the experience favorably and would recommend the program to others.

### Wellness in Action Initiatives

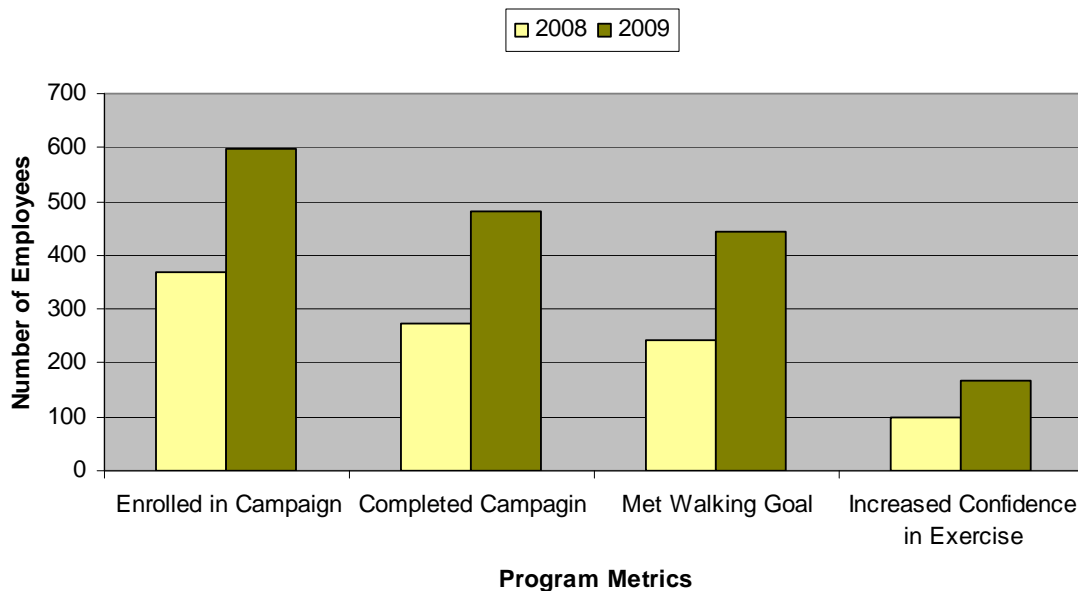
The stretching and walking program are just two of many wellness programs offered at P&H Mining Equipment. As the number of programs grew, the company decided to name the overall initiative *Wellness in Action*. The *Wellness in Action* initiatives at P&H include both corporate-sponsored and local activities that address healthy behaviors such as increasing physical activity, improving nutrition, reducing stress and becoming tobacco free.

Each year, the Milwaukee facility sponsors a health fair with free biometric screenings to measure blood pressure, cholesterol, weight and blood sugar levels. Flu shots are also encouraged and provided. Weight management programs, on-site yoga classes, and company sponsored community run/walk events are very popular among employees.

In addition, Joy Global is committed to helping employees who smoke or use tobacco quit. “We

estimate that approximately 25% of our employees use tobacco,” said Joy Global Benefits Manager Amy Kelenic. “To help employees become tobacco free, we offer a seven-week program at no charge with classes offered at multiple times throughout the day. Our benefits also cover smoking cessation prescriptions.”

**Figure 2: Joy Global "Walk to Wellness" Campaign Results 2008 vs. 2009**





### **Benefiting Together**

Joy Global's benefit philosophy complements its wellness philosophy.

The company believes that over the long term, healthier employees are happier, more productive and incur lower health care costs. Known as *Benefiting Together*, the program helps everyone get and stay healthy for a better quality of life and a healthier bottom line.

*Benefiting Together* provides health care coverage plus free preventive care and condition management. Free, confidential health assessments help employees and their spouses learn what health risks they have and create an action plan to lower or eliminate their risk factors. For participating, some employees receive a 3% reduction in their medical plan contributions while others are eligible for a gift card. Through a personalized health management portal available online, employees can research health conditions, learn first aid treatments, use an interactive symptom checker, understand diagnostic tests, and take advantage of healthy lifestyle programs on topics such as nutrition, fitness, tobacco cessation and stress management.

Because *Wellness in Action* and *Benefiting Together* share common goals, wellness events and benefit information are communicated regularly through the corporate-wide benefits newsletter, further integrating the company's overall wellness philosophy.

### **A Healthy Culture Change**

It is clear that the wellness and safety programs have had an impact in changing how the employees feel about their personal health and their workplace.

"Through the stretching program we've been able to bring people together," says Brenda Hanamann, Vice President of Manufacturing Operations. "Due to work design, many jobs are individualized, and people are spread out. Some people work in a specific job function that doesn't allow them to interact with their co-workers. The stretching program has improved

communications and instilled a sense of teamwork."

"Integrating our wellness philosophy throughout the organization, from safety to wellness to benefits, is what motivates *Wellness in Action*," says Hanamann. "Our employees have been with us for a long time, through good and challenging times. We care about them and their families." ■

The smoking cessation program offered at P&H helped Sue DePetro quit smoking. DePetro, a MIS Program Developer, has worked at P&H for more than 20 years. She had been smoking about 30 cigarettes per day for 40 years and tried quitting twice. After seeing an e-mail announcement about the classes, she decided to look into it. "Signing up was a big step. I don't think I would have done it without having the classes offered at work," Depetro shared. The fact that the program was fully subsidized by P&H was also a factor that contributed to her participation. "I did not want to pay to take a smoking cessation class, especially since I was not sure if I would be successful," DePetro shared. The good news is that DePetro successfully quit smoking and has remained smoke-free for more than a year. In addition to enjoying the health benefits that come with quitting, DePetro decided to do something special to reward herself for her healthier lifestyle. "I took the money that I saved from buying cigarettes and bought myself a new car." DePetro is just one of the P&H success stories about employees who have successfully quit using tobacco.